

**REMARKS
GEOFFREY G. PROSCH
ACTING ASSISTANT SECRETARY OF THE ARMY
(INSTALLATIONS & ENVIRONMENT)
WAKE FOREST UNIVERSITY NC
16 MAY 2004**

---LTC PAGE, THANK YOU FOR THE VERY KIND INTRODUCTION,

**---DR HEARN, AND OTHER WAKE FOREST OFFICIALS, THANK YOU
FOR MAKING A COMMITMENT TO OUR ROTC CADETS-----THE
FUTURE LEADERSHIP OF OUR ARMY AND OUR NATION.**

**DISTINGUISHED GUESTS, FAMILY, AND FRIENDS OF THIS
OUTSTANDING ROTC PROGRAM, AND MOST IMPORTANTLY OUR
CADETS ---- CONGRATULATIONS.**

**YOU ARE NOT ONLY GRADUATING FROM AN OUTSTANDING
UNIVERSITY----- WAKE FOREST, BUT ALSO WHAT I CONSIDER TO BE
THE PREMIER ROTC UNIT ON THE EAST COAST.**

**OUR SPECIAL THANKS TO YOU CADET PARENTS WHOSE STRONG
FAMILY VALUES, INTEGRITY, AND PATRIOTISM GENERATED A**

CLIMATE SUPPORTATIVE OF YOUR SON OR DAUGHTER ENTERING PUBLIC SERVICE. WE ARE PROUD OF YOU AND THE NATION IS PROUD AND INDEBTED TO YOU. RECENT GALLUP POLLS PLACE THE MILITARY AS THE MOST RESPECTED AND TRUSTED PROFESSION IN AMERICA TODAY-----SLIGHTLY AHEAD OF DOCTORS AND THE CLERGY AND FAR AHEAD OF THE MEDIA. THE ARMY IS A GREAT WAY FOR A COLLEGE GRADUATE TO START HIS OR HER PROFESSIONAL CAREER. WHERE ELSE CAN YOU START WORK IN CHARGE OF 44 PEOPLE, \$15 MILLION IN EQUIPMENT, AND A \$5 MILLION BUDGET?

AS YOUR SONS AND DAUGHTERS SAY GOOD-BYE TO YOUR FAMILY, HE OR SHE WILL BE JOINING ANOTHER FAMILY. THE ARMY HAS A WELL EARNED REPUTATION AMONGST ALL THE SERVICES FOR TAKING CARE OF ITS OWN: WELL BEING, QUALITY OF LIFE AND FAMILY ARE VERY IMPORTANT TO US.

TODAY, I'D LIKE TO SPEND A FEW MINUTES TALKING ABOUT LEADERSHIP, A SUBJECT OF GREAT INTEREST TO ALL HERE, AND A SUBJECT I HAVE BEEN A STUDENT OF MY ENTIRE LIFE.

THE FAMOUS BIOGRAPHER AND HISTORIAN, DOUGLAS SOUTHALL FREEMAN, SPENT VIRTUALLY HIS ENTIRE LIFE EXPLORING THE ESSENCE OF GREAT LEADERS---AMONG THEM, GEORGE WASHINGTON, ROBERT E. LEE, AND ESPECIALLY GEORGE MARSHALL WHO WAS AN ROTC GRADUATE OF V.M.I., AND IN MY OPINION, —AMERICA'S GREATEST SOLDIER/STATESMAN OF THE 20TH CENTURY. FREEMAN CONCLUDED THAT THE POWER OF THEIR LEADERSHIP CAME FROM THEIR COMMON ADHERENCE TO THREE BASIC TENETS: "KNOW YOUR STUFF, TAKE CARE OF YOUR PEOPLE, AND BE A MAN"---AND HE MEANT THAT LAST POINT IN THE GENDER-NEUTRAL SENSE. WHEN FREEMAN SPOKE ABOUT "KNOWING YOUR STUFF," HE WAS EMPHASIZING THE CRITICAL IMPORTANCE OF PROFESSIONAL COMPETENCE. SIMPLY PUT, A LEADER MUST KNOW HIS OR HER BUSINESS COLD.

THE PROFESSION OF ARMS IS NOT ONLY THE MOST DEMANDING PHYSICALLY OF ALL THE PROFESSIONS, IT IS ALSO THE MOST DEMANDING INTELLECTUALLY. FEW THINGS WILL BREED THE CONTEMPT OF YOUR SUBORDINATES MORE QUICKLY THAN PROFESSIONAL IGNORANCE. AND IT SHOULD COME AS NO SURPRISE TO YOU THAT THE LEARNING CURVE WILL BE STEEP. THE NATION IS AT WAR AND EXPECTATIONS ARE VERY HIGH. SOLDIERS DO NOT CARE ABOUT YOUR SOURCE OF COMMISSION: OCS, WEST POINT; ROTC—BUT THEY DO CARE ABOUT YOUR COMPETENCE.

IN FACT, I HAVE VISITED OUR SOLDIERS AT MANY OF OUR BASES BEFORE AND AFTER THEIR DEPLOYMENTS TO COMBAT, AND LET ME TELL YOU THEY ARE PERFORMING MAGNIFICENTLY.

I KNOW YOU RECALL OPERATION ANACONDA IN AFGHANISTAN...A 12-DAY ASSAULT WHICH DESTROYED ELEMENTS OF THE TALIBAN AND AL QAEDA AS THEY WERE REGROUPING IN THE MOUNTAINOUS REGION OF AFGHANISTAN, 75 MILES SOUTH OF THE CAPITAL, KABUL.

AS PART OF THAT OPERATION, SOLDIERS FROM THE 10TH MOUNTAIN AND 101ST AIRBORNE DIVISIONS-----IN CONCERT WITH COALITION AND SPECIAL OPERATIONS FORCES, ATTACKED AND DEFEATED AN ENTRENCHED, HEAVILY ARMED ENEMY FORCE IN THE FACE OF BRUTAL TERRAIN, COLD WEATHER, AND OXYGEN-POOR ALTITUDES RANGING FROM 8-12,000 FEET-----THE HIGHEST WE'VE FOUGHT SINCE WORLD WAR II.

EVERY SINGLE LEVEL OF THE CHAIN OF COMMAND WAS DIRECTLY INVOLVED IN THE FIGHT-----FROM THE BRIGADE COMMANDER HIMSELF TO PLATOON LEADERS AND NCO'S----ALL LED FROM THE FRONT BY PERSONAL EXAMPLE.

BOTTOMLINE, OUR SOLDIERS ARE NOTHING SHORT OF INSPIRATIONAL. WITHOUT FANFARE, THEY ARE ACCOMPLISHING COMPLEX AND DANGEROUS MISSIONS ALL OVER THE WORLD WITH EXTRAORDINARY COURAGE, SKILL, AND DETERMINATION. IN THE VERY NEAR FUTURE, MANY OF YOU WILL LEAD THOSE SAME SOLDIERS. AND YOU MUST BE READY----LEADERSHIP IS NOT A SPECTATOR SPORT.

**YOU MUST KNOW YOUR STUFF TO THE POINT WHERE YOU
EVENTUALLY POSSESS TACTICAL INTUITION, SOMETHING THAT
WILL TAKE TIME, EXPERIENCE, AND CONTINUOUS STUDY. YOU'LL
MAKE SOME HONEST MISTAKES ALONG THE WAY. I CERTAINLY
DID...**

**(COMMENTS FROM AN EARLY EFFICIENCY REPORT FROM
VIETNAM)**

**(QUOTE) “LT PROSCH IS A CAPABLE AND AGGRESSIVE YOUNG
OFFICER WHO HAS PERFORMED HIS DUTIES AS A RIFLE PLATOON
LEADER IN AN OUTSTANDING MANNER. HOWEVER, HE IS
LACKING SLIGHTLY IN FULFILLING HIS RESPONSIBILITIES IN THE
DEVELOPMENT OF HIS SUBORDINATES ... AS EVIDENCED WHEN
HIS PLATOON BLEW UP FIREBASE GREEN.” ONE OF MY
SOLDIER’S CIGARETTES IGNITED A FIRE IN THE AMMO DUMP WITH
EXPLOSIONS AND ROUNDS COOKING OFF FOR 3-DAYS ---- “BUT
HIS CHEERFUL AND POSITIVE REACTIONS TO CONSTRUCTIVE
CRITICISM AND HIS ABILITY TO QUICKLY GRASP A CHANGING
SITUATION, DEMONSTRATES HE HAS THE ABILITY TO IMPROVE
HIMSELF AND REMAIN AN OUTSTANDING OFFICER.” (END QUOTE)**

THESE KIND OF HONEST MISTAKES ARE TO BE EXPECTED. WE ARE ALL IMPERFECT PEOPLE LIVING AND WORKING IN A PROFESSION THAT STRIVES FOR PERFECTION. BUT TOLERANCE OF MISTAKES UNLEASHES CREATIVITY AND INITIATIVE.

GEORGE WILL TELLS A STORY ABOUT THE GREAT BASEBALL PITCHER, WARREN SPAHN THAT SERVES AS A REMINDER OF HOW GEORGE MARSHALL BECAME A MAN WHOSE COMPETENCE WE ADMIRE AND SHOULD SEEK TO EMULATE.

SPAHN----THE WINNINGEST LEFT HANDER IN HISTORY WAS FACING A ROOKIE WHO HAD NOT YET HIT SAFELY. STANDING 60 FEET, SIX INCHES FROM THE NEW KID, SPAHN CONFIDENTLY THREW HIS FAST BALL. THE ROOKIE-A NEW PLAYER NAMED WILLIE MAYS--HIT IT OUT OF THE PARK.

"WHAT WENT WRONG?" A REPORTER ASKED AFTERWARDS. SPAHN REPLIED: "NOTHING. IT WAS A PERFECT PITCH EXCEPT FOR THE LAST SIX INCHES." BETWEEN THE WORLD WARS MARSHALL WORKED HARD TO IMPROVE HIS SKILLS AS A

LEADER. THAT FOCUS ON SELF-IMPROVEMENT AND CONTINUING EDUCATION SERVED MARSHALL AND THE NATION WELL. THE SAME APPLIES TO YOU. YOUR SOLDIERS ARE COUNTING ON YOU TO KNOW YOUR STUFF. I'M CONFIDENT THAT YOU WON'T LET THEM DOWN.

WHEN DOUGLAS SOUTHALL FREEMAN ADVISED US TO "TAKE CARE OF OUR PEOPLE," HE MEANT MORE THAN SIMPLY PROVIDING THEM WITH ADEQUATE COMPENSATION AND SUFFICIENT RESOURCES TO GET THE JOB DONE. UNLIKE RESOURCES AND MATERIAL THINGS, OUR PEOPLE-----THE CENTERPIECE OF OUR ARMY----CANNOT SIMPLY BE "MANAGED". THEY MUST BE LED! PEOPLE DEMAND THAT THEIR LEADERS BE GENUINELY CONCERNED WITH THE WELFARE AND DEVELOPMENT OF THEIR SUBORDINATES AND THE SUCCESS OF THE ORGANIZATION TO WHICH THEY BOTH BELONG.

THEY RIGHTFULLY INSIST THAT THE LEADER DEMONSTRATE THESE THINGS ARE FAR MORE IMPORTANT TO HIM OR HER THAN ACHIEVING THE NEXT BIG PROMOTION OR PURSUING A

DESIRABLE ASSIGNMENT. IN A WORD, IF THEY ARE TO FOLLOW, PEOPLE DEMAND THAT THE LEADER BE SELFLESS. THE CONCEPT OF SERVICE TO SOMETHING GREATER THAN YOURSELF IS CENTRAL TO MOTIVATING OTHERS TO REACH THEIR FULL POTENTIAL. IF YOU CANNOT BE GENUINE ABOUT THIS, YOU CANNOT LEAD. IF YOU ATTEMPT TO FAKE IT, YOU WILL FAIL. YOUR SUBORDINATES WILL SEE RIGHT THROUGH IT. THERE IS NO SUBSTITUTE FOR LEADERSHIP BY PERSONAL EXAMPLE---- ESPECIALLY WHEN THE SITUATION IS DANGEROUS, DIFFICULT, OR UNCOMFORTABLE.

DO NOT CONFUSE THIS WITH PANDERING OR CODDLING SOLDIERS. NOR IS LEADERSHIP A "POPULARITY CONTEST". LEADERS SHOULD STRIVE TO BE RESPECTED, NOT LIKED!

HOLD YOUR SOLDIERS TO A HIGH, BUT FAIR STANDARD. PUSH THEM TO "BE ALL THEY CAN BE" ---TO BORROW A STILL USEFUL TERM FROM THE PAST.

BUT MAKE SURE THEY ALWAYS WALK AWAY WITH THEIR DIGNITY

INTACT AND WITH THE KNOWLEDGE THAT YOU ARE GENUINELY INTERESTED IN THEIR WELFARE AND DEVELOPMENT.

YOU MUST ALSO SEIZE EVERY OPPORTUNITY TO HIGHLIGHT AND STRENGTHEN THE INTANGIBLES THAT ATTRACT PEOPLE TO THE ARMY IN THE FIRST PLACE:

- A NOBLE PURPOSE IN SERVICE TO OUR COUNTRY
- THE CAMARADARIE AND TRADITIONS OF OUR UNITS
- THE EXCITEMENT OF OVERCOMING TOUGH CHALLENGES TOGETHER
- AND THE SATISFACTION OF BEING PART OF A WINNING TEAM THAT CARES ABOUT THEM AND THEIR FAMILIES.

MARSHALL UNDERSTOOD THIS IMPLICITLY. IN A 1941 SPEECH AT TRINITY COLLEGE IN HARTFORD CONNECTICUT----IN THE MIDST OF ORGANIZING THE NATION FOR THE COMING WAR--HE FELT OBLIGATED TO REMIND AMERICANS THAT "THE SOLDIER'S HEART, THE SOLDIER'S SPIRIT, AND THE SOLDIER'S SOUL ARE EVERYTHING." DESPITE THE MILITARY'S GROWING INTEREST IN THE NEW TECHNOLOGIES OF THAT ERA, MARSHALL KNEW THAT

WAR WOULD ALWAYS BE A HUMAN ENDEAVOR. AND HE ALSO KNEW THAT CARING FOR SOLDIERS ENGENDERED THE BOND OF MUTUAL TRUST AND RESPECT NECESSARY FOR A COHESIVE AND EFFECTIVE ARMY.

(ONCE AN EAGLE QUOTE)

I WOULD LIKE TO SHARE WITH YOU A PASSAGE IN THE EPIC TALE OF WAR AND WARRIORS “ONCE AN EAGLE” BY ANTON MYER. MY COPY OF “ONCE AN EAGLE” IS WELL DOG-EARED AND UNDERLINED. IT IS A DRAMATIC STORY OF THE MAKING OF A VERY SPECIAL SOLDIER—SAM DAMON AND HIS RELATIONSHIP WITH A FELLOW OFFICER, COURTNEY MASSENGALE. I RECALL FOR YOU A CONVERSATION BETWEEN SAM AND HIS WIFE, TOMMY:

(QUOTE) “HE’S GOING TO GO A LONG, LONG WAY, SHE DECLARED, POINTING HER FINGER. MASSENGALE, YOU WAIT AND SEE. HE STUDIED HER EVENLY. “YOU’RE ABSOLUTELY RIGHT. HE WILL. HE’S GOT ALL THE QUALITIES NEEDED, ALL BUT ONE, SAM TAPPED HIS HEART WITH TWO FINGERS. HE DOESN’T CARE ENOUGH ABOUT PEOPLE. THERE’S SOMETHING LACKING THERE, SOME FUNNY LITTLE LACK. HE DOESN’T THINK

PEOPLE ARE IMPORTANT. NOT DESPERATELY IMPORTANT, I
MEAN MORE IMPORTANT THAN THRONES AND SYMPHONIES AND
TRIUMPHAL ARCHES”.

“MY GOD SAM YOU JUST SAID YOU ONLY MET HIM ONCE BEFORE
THIS” “THAT’S ALL A MAN NEEDS MOST OF THE TIME”. (END
QUOTE)

WE CAN’T ALL BE SAM DAMONS, BUT WE CAN ALL TRY.

DOUGLAS SOUTHALL FREEMAN'S LAST TENET OF LEADERSHIP,
"BE A MAN," WAS NOT INTENDED AS A SEXIST STATEMENT. THE
POINT HE WAS TRYING TO MAKE IS THAT GREAT LEADERS ARE
MEN AND WOMEN OF SUPERIOR CHARACTER. THE R.O.T.C.
EXPERIENCE IS ALL ABOUT PRODUCING LEADERS OF
CHARACTER----LEADERS WHO SEEK TO DISCOVER THE TRUTH,
DECIDE WHAT IS RIGHT, AND DEMONSTRATE THE COURAGE TO
ACT ACCORDINGLY----LEADERS WHO ALWAYS CHOOSE THE
HARDER RIGHT OVER THE EASIER WRONG.

GEORGE MARSHALL EPITOMIZES THE ATTRIBUTES OF

CHARACTER REQUIRED OF AN ARMY OFFICER. HE PERSERVERED THROUGH SOME TOUGH TIMES----SERVING AS A LIEUTENANT FOR 15 YEARS.

HE ALSO HAD THE COURAGE TO DISAGREE WITH SUPERIORS, TO STAND UP FOR HIS BELIEFS IN A PROFESSIONAL MANNER. IN 1917, WHILE ASSIGNED TO THE 1ST DIVISION IN FRANCE, HE WITNESSED GENERAL "BLACK JACK" PERSHING CHEWING OUT HIS DIVISION COMMANDER FOR SOME EMBARRASSING TRAINING SHORTFALLS.

MARSHALL, A CAPTAIN ON THE DIVISION STAFF, THOUGHT GENERAL PERSHING'S APPRAISAL WAS INACCURATE. AS PERSHING WAS LEAVING, MARSHALL CAUGHT UP TO HIM, PUT HIS HAND ON THE GENERAL'S ARM, AND - - IN HIS BEST V.M.I. VERNACULAR - - STATED: "GENERAL PERSHING, THERE'S SOMETHING TO BE SAID HERE AND I THINK I SHOULD SAY IT BECAUSE I'VE BEEN HERE LONGEST."

MARSHALL THEN PROCEEDED TO REFUTE PERSHING'S

ASSESSMENT WITH A TORRENT OF FACTS.

AFTER PERSHING DEPARTED, MARSHALL'S FRIENDS TOLD HIM HE WAS SURELY FINISHED AND WOULD BE FIRED STRAIGHT AWAY. HOWEVER, PERSHING LATER MADE MARSHALL HIS AIDE DE CAMP. THE LESSON HERE: DISAGREEMENT IS NOT DISRESPECT. HAVE THE COURAGE TO STAND UP FOR YOUR CONVICTIONS.

THIS IS IMPORTANT, WHEN THE HARD TIMES COME - - AND WE ARE IN SOME HARD TIMES NOW---PEOPLE ARE DRAWN TO LEADERS THEY KNOW AND TRUST. THEY SEEK OUT LEADERS WHO STAND FOR SOMETHING BIGGER THAN THEMSELVES AND WHO HAVE THE MORAL COURAGE TO DO THE RIGHT THING. AS A LEADER, YOU CAN BET THAT YOUR CHARACTER WILL BE REGULARLY TESTED. SUCCESS IN WAR, IN BUSINESS, IN GOVERNMENT, AND IN LIFE DEMANDS STRENGTH OF CHARACTER. IT HAS BEEN SAID ""ADVERSITY INTRODUCES US TO OURSELVES." AND I CAN CERTAINLY ATTEST TO THE ACCURACY OF THAT STATEMENT! BUT THOSE WHO CAN DRAW ON AN INNER STRENGTH - - A STRENGTH OF CONVICTION FORTIFIED BY STRONG VALUES----

WILL PERSEVERE AND SUCCEED DESPITE THE TOUGH TIMES.

LET ME CLOSE WITH A FINAL NOTE. ON 11 SEPTEMBER, SHORTLY AFTER THE TERRORIST ATTACK THAT MORNING ON THE PENTAGON, WE WERE FORCED TO VACATE THE BUILDING. I WALKED OVER TO A HOTEL IN CRYSTAL CITY---WENT TO THE TOP FLOOR AND WATCHED THE PENTAGON BURN. I REENTERED THE BUILDING THAT AFTERNOON FROM THE MALL ENTRANCE TO GO TO THE ARMY OPERATION CENTER FOR A SITREP AND TO SEE IF OUR OFFICE STILL EXISTED. THE PENTAGON WAS STILL BURNING IN THE VICINITY OF THE IMPACT AREA, AND SMOKE AND DUST FILLED THE CORRIDORS.

THE MALL ENTRANCE OF THE PENTAGON, IS LOCATED APPROPRIATELY ENOUGH, IN THE MIDDLE OF THE PENTAGON'S MARSHALL CORRIDOR. ON THE E-RING 2ND FLOOR, JUST ACROSS FROM THE SECRETARY OF THE ARMY'S OFFICE IS A SMALL ALCOVE DEDICATED TO MARSHALL'S HALF-CENTURY OF SERVICE.

SITTING PROMINENTLY IN THE MIDDLE OF THAT ALCOVE IS A

**LIFE-SIZE BUST OF MARSHALL, SCULPTED BY NISON A. TREGOR
IN 1943.**

**AS I PAUSED THERE, I CAUGHT A GLIMPSE OF THE BUST.
SHROUDED IN SMOKE, MARSHALL'S FACE GAZED BACK AT ME
RESOLUTELY AS IF TO SAY, "STAY STRONG. THIS TOO SHALL
PASS." STRENGTHENED, I MOVED ON..... BUT I'VE NEVER
FORGOTTEN THAT VERY INSPIRING MOMENT ON THAT VERY
DARK DAY IN AMERICAN HISTORY. OBVIOUSLY, MUCH HAS
CHANGED SINCE 11 SEPTEMBER. BUT SO MUCH MORE HAS NOT.
THE SAME VALUES AND BELIEFS THAT HAVE LONG GUIDED THE
ARMY AND OUR NATION HAVE NOT MOVED. NOT EVEN BUDGED.
WE CANNOT GO BACK TO LIFE, AS IT WAS ON SEPTEMBER 10,
INNOCENCE LOST CAN NEVER BE REGAINED. BUT WE CAN SET
OUR SIGHTS ON A FUTURE IN WHICH OUR SENSE OF FREEDOM,
OPTIMISM, AND BOUNDLESS POSSIBILITY THAT DEFINES US AS A
NATION IS RESTORED.**

**AS I LOOK AROUND THIS ROOM TODAY, I AM VERY OPTIMISTIC!
WHAT BETTER WAY TO HONOR OUR COUNTRY AND OUR VALUES**

THAN TO HONOR THE BEST OF OUR YOUNG PEOPLE----OUR ROTC GRADUATES----WHO ARE OUR FUTURE. AHEAD OF US ARE OPPORTUNITIES TO MAKE THE WORLD BETTER FOR FUTURE GENERATIONS. AS WE GO FORWARD, WE MUST SEIZE THESE OPPORTUNITIES----STRONG IN WILL, UNYIELDING IN SPIRIT, DECISIVE IN ACTION, AND CERTAIN OF VICTORY. THIS IS OUR SACRED DUTY, AND IT IS IN YOUR HANDS. IN THE NEAR FUTURE, A SEASONED SERGEANT FIRST CLASS, PLATOON SERGEANT WILL CALL 44 SOLDIERS TO ATTENTION, DO AN ABOUT FACE, SALUTE, AND ANNOUNCE TO YOU “SIR OR MA’AM THE PLATOON IS FORMED----WHAT ARE YOUR INSTRUCTIONS”?----I KNOW YOU WILL BE PREPARED AND WILL EXCEL.

THANK YOU, AND MAY GOD BLESS EACH OF YOU, OUR COMMANDER IN CHIEF, OUR GREAT SOLDIERS AND THEIR FAMILIES, AND OUR WONDERFUL NATION.